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9 July 1974

MEMORANDUM FOR: [REDACTED]

STATINTL

SUBJECT : Gleanings from the Murphy Commission

1. Lunch with Tom Reckford today provided the usual number of interesting tidbits. Tom is drafting a letter from Dean Wilcox to the DCI that is intended to "clarify" staff relationships on the Committee. It is meant to spell out Kent Crane's role and responsibilities--which may be more broad than we would like, but not nearly so broad as he would like. Kent is to be the "supervisor" of the Intelligence Study program, but he will be under the over-all direction of Dean Wilcox and Fisher Howe. (As an aside--it seems the real story behind Kent's appointment is: the whole thing was an accident. Congressman Frelinghuysen and Ambassador Murphy talked about Kent's working with the Commission and Murphy sent a letter to Wilcox on the subject. He later asked Wilcox if the letter were OK, and Wilcox said, "Sure"--except he was referring to a different letter. And so, folks, to save face, we give you Kent Crane, ready or not.)

2. Given Kent's tendencies to want to run things and his willingness to make decisions (right or wrong, at least he makes them), it seems very likely that Kent will be into everything. Restraining him at least to

Dept of State review(s) completed.

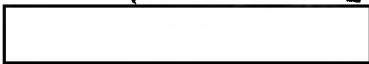
NSC Referral Not Required

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*good*

some extent will be the consultants who are to draft the individual portions of the intelligence studies. These research contracts are pretty much ready to go. William Harris of Rand and Bill Barnds of the Council on Foreign Relations  will be doing the principal papers. Tom will make copies of their outlines available to us as soon as they are set--probably in the next week or so. At any rate, it seems likely that the authors of the various papers will be more than able to hold their own with Mr. Crane. Tom is particularly pleased by Barnds' association with the project.

*yes*

3. Tom also provided me with his unclassified summary of the DCI's testimony before the Commission last November. I have reviewed it and think Tom did a fine job. It is attached if you would like to look it over.

*was not in to look for*  
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MEMORANDUM FOR: D/DCI/IC  
DCI

74-2151

Interim info re Murphy Commission's  
effort. Action is in Bob Murphy's court to  
respond to DCI invite to discuss. Letter  
apparently will be first attempt.

★ mtg set for  
2:30 on 23 July.

\_\_\_\_\_

knows & will  
attend.



11 July 1974  
(DATE)

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DCI/IC 74-1029

Exec.Reg. 74-1651/A

31 MAY 1974

The Honorable Robert Murphy  
Chairman of the Board  
Corning International Corporation  
717 Fifth Avenue  
New York, New York 10022

Dear Ambassador Murphy:

I have received a letter from Kent Crane, the Administrative Assistant to Congressman Frelinghuysen, telling me of his appointment with the Commission on the Organization of the Government for the Conduct of Foreign Policy. In his letter he suggested meeting with me to discuss the proposed outline for the Commission's study on intelligence.

As you know, I believe the work of the Commission is very important, and I am anxious to be cooperative with you in your work. Accordingly, I think it might be useful if you and I could meet with Mr. Crane to discuss the Commission's plans and further focus on intelligence and his role. I'd also like to have General Graham and [redacted] of my Intelligence Community Staff present so that they can follow up as desired. If this seems a good idea, please let me know, and we will set up a mutually agreeable time to get together. STATINTL

Sincerely,

/s/ Bill

W. E. Colby

STATINTL

Enclosure  
Copy of Mr. Crane's  
letter mentioned above

DCI/IC/CS/S [redacted] 5/29/74  
Distribution:

Orig. - Addressee

① - DDCI

1 - ER

1 - IC Registry

1 - OGC

1 - CS subj

1 - CS chrono

1 - [redacted]

STATINTL

PETER H. B. FRELINGHUYSEN  
5th DISTRICT, NEW JERSEY

COMMITTEE  
FOREIGN AFFAIRS

KENT B. CRANE  
ADMINISTRATIVE ASSISTANT

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# Congress of the United States

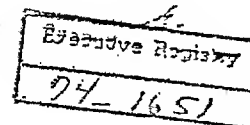
House of Representatives

Washington, D.C. 20515

May 20, 1974

MORRISTOWN, NEW JERSEY 07  
U.S. POST OFFICE BUILDING  
1 MORRIS STREET  
201/333-7257

SOMERVILLE, NEW JERSEY 08  
U.S. POST OFFICE BUILDING  
33 DIVISION STREET  
ROOM 3  
201/325-2567



The Honorable William Colby  
Director  
Central Intelligence Agency  
Washington, D.C. 20505

Dear Bill:

You are already aware of the existence and purpose of the Commission on the Organization of the Government for the Conduct of Foreign Policy. The Commission is approaching its task in two phases. First, it is taking testimony from practitioners in the foreign affairs field, such as yourself. Second, it is conducting in depth studies of specific foreign policy issues of major importance.

The Commission Chairman, Ambassador Robert Murphy, and Congressman Frelinghuysen are both personally very interested in the Commission's study of the intelligence community. As the enclosed letter indicates, Ambassador Murphy recently named me to head the Commission's study group on intelligence.

It is my intention, for rather obvious reasons, to keep our study group small and select. Further, it is my hope that we can draw as necessary upon the expertise available within the intelligence agencies, the USIB and the PFIAB.

As a first step, may I ask your assistance on three specific matters:

(a) Would it be possible to call upon you during the week of June 17th when I am scheduled to return from a study trip to Southeast Asia? At that time I would like to review our proposed study outline (a tentative list of topics which would seem to be of legitimate interest to the Commission is enclosed) and discuss the type of information and possibly staff assistance which we might reasonably expect to obtain from you. I will be prepared to spend as much time as you think useful with you, your staff or members of the USIB staff.

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(b) 69012500133A001000060011-0 with DOD, to reinstitute the more esoteric clearances which I shall need to carry out the Commission's mandate successfully? I believe I had most of the necessary clearances when I left USIA a few months ago. In the interim, DOD has recently granted me another TS clearance, so upgrading my clearances should be a relatively simple matter.

(c) May I have access to previous studies of the intelligence community done in the past couple of years by various people and presumably available to you as Director of Central Intelligence? I am well aware that much thought and not an insignificant number of reports have been devoted to the organization and total resource structure of the intelligence community. The Commission has no desire to laboriously retrace the steps of others over well-trodden ground.

It is my sincere hope that you and others in the intelligence community will accept our study group's creation and charter as readily as we accept the challenge of the task ahead.

Kind personal regards.

Sincerely,



Kent B. Crane  
Administrative Assistant

cc: Ambassador Robert Murphy  
Honorable Francis O. Wilcox

APR 30 1980

WASHINGTON, D. C. 20305

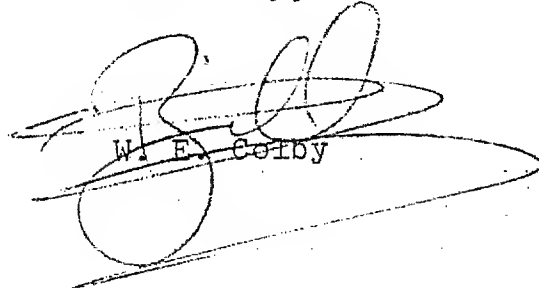
The Honorable Robert Murphy  
Chairman of the Board  
Corning International Corporation  
717 Fifth Avenue  
New York, New York 10022

Dear ~~Mr.~~ *Mr. Aul* --- 17 -

I have received a letter from Kent Crane, the Administrative Assistant to Congressman Frelinghuysen, telling me of his appointment with the Commission on the Organization of the Government for the Conduct of Foreign Policy. In his letter he suggested meeting with me to discuss the proposed outline for the Commission's study on intelligence.

As you know, I believe the work of the Commission is very important, and I am anxious to be cooperative with you in your work. Accordingly, I think it might be useful if you and I could meet with Mr. Crane to discuss the Commission's plans and further focus on intelligence and his role. I'd also like to have General Graham and   of my Intelligence Community Staff present so that they can follow up as desired. If this seems a good idea, please let me know, and we will set up a mutually agreeable time to get together. STATINTL

Sincerely,

  
W. E. Corby

Enclosure  
Copy of Mr. Crane's  
letter mentioned above

30 May

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Should the enclosed be a bit confusing, let me offer the following:

1. As you will note, Ltr came to Mr. Colby from Mr. Crane, not Murphy.
2. [ ] states that we want Mr. Murphy in on the discussions with Crane.
3. After Murphy replies, then date/time will be set and Crane notified at that time.

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*ER*  
Retyped to put "Dear Ambassador Murphy."

I have a call in to Kent Crane's secretary to tell her about your letter to Ambassador Murphy and of your wish to meet with both.

*Have done. I told her we'd be back in touch after you hear from Amb. Murphy.*

*5/31/74*



2025 M STREET, N.W.  
WASHINGTON, D.C. 20506

DOJ/IO-73-1041

## MANDATE

The Foreign Relations Authorization Act of 1972 (P.L. 92-352, July 13, 1972) established a joint Presidential-Congressional study commission to submit to the Congress and the President findings and recommendations "to provide a more effective system for the formulation and implementation of the Nation's foreign policy."

In describing the duties of the Commission the law states that "the Commission shall study and investigate the organization, methods of operation, and powers of all departments, agencies, independent establishments, and instrumentalities of the United States Government participating in the formulation and implementation of United States foreign policy." In carrying out its responsibilities, the Commission may make recommendations with respect to the reorganization of the departments and agencies, more effective arrangements between executive branch and Congress, improved procedures among departments and agencies, the abolition of services, activities and functions not necessary to the efficient conduct of foreign policy, and "other measures to promote peace, economy, efficiency and improved administration of foreign policy."

The report of the Commission, which is to be submitted to the President and the Congress by June 30, 1975, may include "proposed constitutional amendments, legislation, and administrative action considered appropriate in carrying out its duties." The Commission, in performing its responsibilities, is authorized to hold hearings, subpoena witnesses and secure directly information from any executive department or agency.

## COMMISSION MEMBERS

The Commission is composed of twelve members, four each appointed by the President of the Senate, the Speaker of the House, and the President. The members are:

THE HONORABLE ROBERT D. MURPHY - Chairman  
Corning Glass International  
New York, New York

THE HONORABLE JAMES B. PEARSON - Vice Chairman  
United States Senate

DR. DAVID M. ABSHIRE

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Georgetown University

MRS. ANNE ARMSTRONG

Counsellor to the President

White House

*will probably be absent*

THE HONORABLE WILLIAM J. CASEY

~~Under Secretary for Economic Affairs~~ *President*

~~Department of State~~ *Ex-Im Bank*

MRS. CHARLES W. ENGLEHARD, JR.

Far Hills, New Jersey

MR. AREND D. LUBBERS

President, Grand Valley State College

Allendale, Michigan

MR. FRANK C. P. McGLINN

Executive Vice President

Fidelity Bank

Philadelphia, Pennsylvania

~~THE HONORABLE WILLIAM S. MAILLIARD~~ *Peter Frelinghuysen*

House of Representatives

THE HONORABLE MIKE MANSFIELD

United States Senate

DR. STANLEY P. WAGNER

President, East Central State College

Ada, Oklahoma

THE HONORABLE CLEMENT J. ZABLOCKI

House of Representatives

#### COMMISSION STAFF

FRANCIS O. WILCOX is the Executive Director of the Commission and FISHER HOWE is the Deputy Executive Director. Former Senator WILLIAM B. SPONG, JR., is General Counsel to the Commission. The Commission offices are located at 2025 M Street, N. W., Washington, D.C. 20506. Telephone (202) 254-9850.

June 1, 1973

COG/FP STAFF 1

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2025 M STREET, N.W.  
WASHINGTON, D.C. 20506

### TENTATIVE PROGRAM

I. The Commission will look into the impact of change in foreign relations. In particular, it will explore, (1) the changing world environment and the manner in which international affairs are conducted, and (2) the changing role of the United States.

To this end the Staff will commission the preparation by experts of papers and reports to be presented and discussed with the Commission.

II. The Commission will study and investigate the organization, methods of operation and powers of the departments, agencies, independent establishments and instrumentalities of the United States Government participating in the formulation and implementation of United States foreign policy.

To this end, the several departments and agencies, as well as Congressional leaders, will be invited to appear before the Commission to set forth their views. In addition, government officials and other experts will be called upon to discuss the various aspects of relationships among the departments and agencies, and between the Legislative and Executive Branches. In particular, the Commission will seek from these officials a wide range of views relating to the organization for foreign policy and the problems attendant thereto seen from the perspective of the different institutions.

In anticipation of their appearances before the Commission, and to assist in the exploration of the subject, departments, agencies and experts will be asked to submit reports addressing important questions into which the Commission will want to delve.

A schedule of Commission hearings along the following lines is planned:

Department of State	Sept. 1973	2 days
USIA, AID, ACDA, Peace Corps	Oct. 1973	2 days
Departments of Treasury, Commerce, & Agriculture	Nov. 1973	2 days
Department of Defense	Dec. 1973	2 days
Office of the President (including NSC, CIEP, OMB)	Jan. 1974	2 days
Intelligence Community	Feb. 1974	2 days
Congress	Mar. 1974	2 days
Congressional/Executive Relations	Apr./May 1974	4 days

The Commission will also plan to hold hearings with and receive reports from other departments and agencies concerned with foreign policy; including among others the Departments of Labor, Interior and Justice, AEC, NASA, etc.

, During the early stages the Commission and staff will seek the views of representatives of business, agriculture, labor and other segments of the private sector.

Finally, the Commission, through hearings and informal meetings will look into the following special, complex problems:

- A. Science and Technology in Foreign Affairs
- B. The U.S. Government Relations with International Organizations
- C. Multinational Corporations

III. In order to make suitable recommendations, the Commission will look into the governmental processes and programs in the formulation and implementation of foreign policy.

To this end it will, under the direction of the staff, arrange for independent research by means principally of small study groups, but in some instances contracted research or other means. Such independent research will be addressed, among others, to the following problems:

A. Presidential Responsibility and Interagency Coordination: How can the presidential powers in foreign affairs be properly delegated and agency responsibilities most effectively coordinated, especially with respect to better integration of policy planning and decision-making in diplomatic actions and activities?

B. Public Opinion and Public Accountability: How should public opinion make itself felt on and be dealt with by the Congress and the Executive? As a difficult but important aspect of this problem, how should the matter of confidentiality in foreign policy be handled?

C. Substantive Problem Areas: How can the Government be organized to deal effectively with some substantive problem areas which touch upon widely divergent governmental interests, such as:

- population and food resources
- energy crisis
- natural resources and the environment
- seabed and ocean floor

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D. Domestic Interests and Foreign Affairs: How can the Government be organized to deal more effectively with the wide range of problems, including many of the foregoing, but especially economic matters -- trade, monetary, agriculture, resources -- which heavily involve important domestic interests and considerations as well as foreign policy?

E. Cultural Affairs and Public Information Abroad: How can the cultural affairs and information processes be organized to support more effectively the foreign policy of the United States?

F. National Security, Military Policy and Arms Limitation: How can the government organization and procedures be arranged most effectively to mesh national security and military affairs with general foreign policy matters? How can arms limitation policies be most effectively handled?

G. Intelligence and Information Handling: How can the organization be improved for collection of intelligence and information, for reporting, for evaluation and analysis and for dissemination?

H. Personnel for Foreign Affairs: How can the personnel systems in the foreign affairs effort be improved?

I. Budget Process and Resource Allocation: How can the budget process, including planning and programming, be improved?

J. Overseas Establishments: How can the control, coordination and communications systems in the overseas establishments be made more effective and efficient?

IV. The foregoing discussions with departments and agencies, and most of the work of the independent study groups will occupy the first year. In the second year the Commission will plan to review in greater depth the problems on which it believes recommendations will be made. It will also consider the advisability of holding public hearings.

V. In its report, the Commission will incorporate proposals for the implementation of its recommendations, and it will seek to obtain the views of departments and agencies, and of government leaders, before submitting its final report.